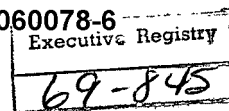


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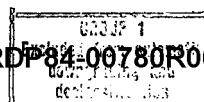
MEMORANDUM FOR: Director of Central Intelligence

THROUGH : Executive Director-Comptroller

SUBJECT : Critical Review of Office Operations


1. This memorandum is for information only.
2. The Support Directorate has completed three separate reviews of DD/S activities. The first was the Executive Inventory which is a review of the incumbents of all senior positions in the DD/S and an evaluation of replacement capabilities for at least the next seven years. I am pleased to report that we have adequate depth and capability to fill every senior DD/S position which will become vacant because of retirement, reassignment or rotation.
3. The second review under the title "Maintaining High Level Quality of Personnel" was specifically directed to examine the bottom of the competitive lists to determine what corrective action was being taken for Weak or Inadequate performance. A number of individual cases were discussed in detail and a course of action in each was agreed upon. Most of the problem cases can be corrected by additional training and reassignment to positions more suitable to the capabilities of the individuals concerned. In some few cases we will issue letters of warning on performance and may well recommend termination of employment if a marked improvement is not noted. I am pleased to report that the number of problem cases was quite small, considering the numbers of employees and the variety of occupations found in the DD/S. It also reflects the concern of the DD/S Office Heads and continuing actions they have taken through the years in correcting or eliminating inadequate performance.
4. The third review consisted of a Critical Review of Operations. Each Office was requested to review its component activities in a critical sense as to their functional necessity, the possibility and feasibility of their being combined with other ongoing activities and alternatives that might lead

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to the more efficient accomplishment of missions. I also asked that suggestions and opinions of employees of the various components be solicited as to ways to perform the job more efficiently. Each Office established in some form a management advisory committee with a broad charter to investigate and analyze any management problems. Each component's operation was reviewed in considerable detail and a number of adjustments and changes have been or will be effected. I was particularly pleased by the extent of employee participation and eagerness to have an opportunity to make comments and suggestions. For example, Finance received 55 suggestions; Training, nearly 70 proposals; and Logistics, 39 suggestions. As a result I feel that we are well organized in terms of meeting the functional responsibilities and our major procedural approaches are properly structured and responsive to functional requirements. Equally important was the attitude and interest of not only the Office Heads but of their management teams and employees down to the working level. I feel satisfied that a rather thorough review has been conducted and a continuing interest of supervisors and employees in doing a better job has been properly stimulated.


R. L. Bannerman
Deputy Director
for Support

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